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SECRETARY OF THE AIR FORCE**



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Operations

**AIR FORCE CONTINUITY OF
OPERATIONS (COOP) PROGRAM**

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This Instruction implements Air Force Policy Directive (AFPD) 10-2, *Readiness*, and is consistent with AFPD 10-8, *Homeland Security*. It describes policy and requirements for implementing DODI 3020.42, *Defense Continuity Plan Development*, and DODI O-3020.43, *Emergency Management and Incident Command of the Pentagon Facilities*; DODI O-3000.08 *Balanced Survivability Assessments (BSAs)*; and O-DODI 5110.11, *Raven Rock Mountain Complex (RRMC)*. This AFI is applicable to all Air Force organizations and personnel, to include the Air National Guard (ANG) and Air Force Reserve (AFR). This instruction provides guidance for ensuring the continuity of essential operations of the Air Force across a wide range of potential emergencies. Send recommended changes, additions or deletions to AF/A3O-OB, 1480 Air Force Pentagon, Washington DC 20330-1480 using AF Form 847, *Recommendation for Change of Publication*. Waiver authority for this instruction is AF/A3O-O. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with AFMAN 33-363, *Management of Records*, and disposed of in accordance with the Air Force Records Disposition Schedule (RDS) located at <https://www.my.af.mil/afirms/afirms/afirms/rims.cfm>

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implementing DODI 3020.42, *Defense Continuity Plan Development*, and DODI O-3020.43; DODI O-3000.08 *Balanced Survivability Assessments (BSAs)*; and O-DODI 5110.11. This AFI is applicable to Headquarters, United States Air Forces Europe (USAFE), and USAFE Wings and requires they establish continuity of operations (COOP) programs and publish COOP plans. This publication does not apply to the Air National Guard (ANG) and the Air Force Reserve Command (AFRC) and their units. This instruction provides guidance for ensuring the continuity of essential operations of the United States Air Forces Europe's essential operations across a wide range of potential emergencies. The authorities to waive wing or unit level requirements in this publication are identified with a Tier ("T-0, T-1, T-2, or T-3") number at the end of the paragraph. See Air Force Instruction (AFI) 33-360, *Publications and Forms Management*, Table 1.1 for a description of the authorities associated with the Tier numbers. Submit requests for waivers through the chain of command to the appropriate Tier waiver approval authority, or alternately to the OPR of this instruction for non-tiered compliance items. Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using the AF Form 847, *Recommendation for Change of Publication*; route AF Forms 847 from the field through the appropriate functional's chain of command. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with AFMAN 33-363, *Management of Records*, and disposed of in accordance with the Air Force Records Disposition Schedule (RDS).

SUMMARY OF CHANGES

This publication is substantially revised and requires a complete review. Major changes reflect recent updates to new DOD continuity related instructions and incorporates guidance for business continuity as a subset of continuity. This rewrite reflects the transfer of HAF continuity program, planning and execution responsibilities and associated Pentagon emergency management and incident command responsibilities to the Air Force District of Washington (AFDW). It also outlines HAF organizational responsibilities for continuity, personnel accountability and emergency evacuation. It implements requirements for Balanced Survivability Assessments in the Air Force. It establishes AF responsibilities for emergency management and incident command of the Pentagon facilities and authorities for Raven Rock Mountain Complex.

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Chapter 1

DEPARTMENT OF THE AIR FORCE CONTINUITY AND BUSINESS CONTINUITY GUIDANCE

1.1. Air Force Continuity.

1.1.1. It is Air Force guidance to maintain a comprehensive and effective continuity capability to preserve Air Force functions, missions and capabilities in support of DOD and Air Force Primary Mission Essential Functions (PMEFs).

1.1.2. All levels of command will plan, budget and be prepared to execute their Mission Essential Functions (MEFs), support execution of the Air Force and DOD PMEFs, project forces supporting Combatant Commanders (CCDRs), and when directed by the Secretary of Defense (SecDef), support civil and humanitarian requests.

1.1.3. Continuity requirements must be incorporated into the daily operations of organizations to ensure seamless and immediate continuation of essential functions during and after a wide range of emergencies, including local or regional natural disasters, health-related emergencies, man-made disasters, accidents, technological limitations or attack-related emergencies.

1.1.4. Air Force military, civilian and contract personnel with continuity responsibilities should know what actions to take without warning, across a wide range of potential emergencies.

1.1.5. Continuity is a primary enabler of operational capability.

1.1.5.1. Continuity is focused on maintaining the capability to perform the mission and the essential functions which comprise the mission.

1.1.5.2. Continuity is best achieved through integration with the suite of programs that enable operational capability to continue with limited or no impact to mission execution, should an event or other disruption occur. Organizations and installations should develop integrated solutions among all programs that most effectively and efficiently enhance mission execution. These include integrated defense/force protection, anti-terrorism, critical infrastructure program (CIP)/critical asset risk management (CARM) and emergency management.

1.1.5.3. Continuity planning should consider all-hazards, but emphasize events or other disruptions which will most likely degrade operations.

1.1.5.4. Risk management methodologies, focused on the continuation of mission capability, should be used to identify and develop mitigation solutions, which should in-turn be used to prioritize and justify the allocation of budgetary resources.

1.1.6. Continuity requires unity of effort between the mission owner and the installation to establish protection priorities on the installation.

1.1.7. Business continuity is a collaborative effort among continuity, integrated defense, anti-terrorism and emergency management programs. Business continuity must comply with military and civilian personnel policies, to include telework guidance established by Deputy

Chief of Staff for Manpower, Personnel and Services (AF/A1) and computer system security requirements established by Chief of Warfighting Integration and Chief Information Officer (SAF/CIO A6).

1.2. Continuity Guidance. COOP planning should remain operationally focused on command and control and prioritized through contingency and crisis planning.

1.2.1. **(Added-USAFE)** A COOP program is the commander's insurance policy for mission assurance. An effective COOP program must recognize risk to operations and provide a viable mitigation strategy. It is important to remember that a COOP plan is a living document that must be updated on a constant basis. As elements of an organization change, the COOP capabilities must change as well to reflect these changes.

1.2.1.1. **(Added-USAFE)** The ultimate goal of COOP in USAFE is the continuation of Mission Essential Functions (MEFs). In order to achieve that goal, the objective for organizations is to identify their Essential Functions (EFs) and ensure that those functions can be continued throughout, or resumed rapidly after, a disruption of normal activities.

1.2.1.2. **(Added-USAFE)** All major USAFE organizational levels must incorporate and institutionalize COOP concepts into relevant doctrine, policies, strategies, programs, budgets, training, exercises and evaluation methods (T-2). For purposes of this instruction, the following are considered major organizational levels (HQ USAFE, USAFE directorates, Centers, Direct Reporting Unit (DRUs), and Wings) and must develop and publish a COOP plan.

1.2.1.3. **(Added-USAFE)** All USAFE personnel, including assigned contractors, must know the necessary actions to accomplish in case of an emergency (T-3). This may be as simple as to go home for dispersal or respond in more detail based on assigned responsibilities.

1.3. Continuity Preparedness Objectives.

1.3.1. Ensure the Air Force can continue its essential functions under all conditions.

1.3.2. Ensure availability of personnel, critical assets, essential facilities, equipment, records and other assets necessary to continue MEFs in the event of a disruption.

1.3.3. Execute a successful order of succession and/or delegation of authority in the event a disruption renders leadership unavailable or incapable of executing their responsibilities and/or exercising their authorities.

1.3.4. Execute return to normal operations upon termination of a continuity event.

Chapter 2

RESPONSIBILITIES

2.1. Headquarters, Department of the Air Force (HAF). (Refer to [Chapter 4](#) for HAF-specific continuity guidance.)

2.1.1. The Administrative Assistant to the Secretary of the Air Force, (SAF/AA) will incorporate continuity planning and MEF execution in HAF continuity facility design and force protection requirements.

2.1.2. The Assistant Secretary of the Air Force for Acquisition (SAF/AQ) will establish guidance and procedures for contracted services and/or equipment supporting continuity requirements.

2.1.3. The Assistant Secretary of the Air Force for Financial Management (SAF/FM) will provide funding to support continuity operations on an emergency basis and will provide budgetary and funding guidance to MAJCOM financial management offices.

2.1.4. The Inspector General of the Air Force (SAF/IG) will incorporate continuity of operations in the IG inspection program.

2.1.5. The Chief of Warfighting Integration and Chief Information Officer (SAF/CIO A6) will:

2.1.5.1. Establish minimum interoperable communication requirements for headquarters, alternates and other continuity facilities in accordance with established DoD guidance.

2.1.5.2. Establish standards for data redundancy and critical application fail-over for systems that support continuity.

2.1.5.3. Establish testing and exercise procedures for communication systems and data requirements.

2.1.5.4. Develop and maintain communications capabilities that can support Air Force senior leadership while in transit to alternate facilities.

2.1.5.5. Budget for and acquire enterprise continuity communication capabilities in accordance with DoD guidance.

2.1.5.6. Designate representatives to participate in the AF Balanced Survivability Assessment Working Group.

2.1.6. The Deputy Chief of Staff, Manpower, Personnel and Services (AF/A1) will:

2.1.6.1. Establish personnel accountability standards consistent with continuity guidance.

2.1.6.2. Establish guidance and procedures for the reconstitution of essential staff.

2.1.6.3. Establish guidance and procedures for alternate work schedules and teleworking during continuity events.

2.1.6.4. Provide a slate of nominees for the position of Commander, Raven Rock Mountain Complex (RRMC) to the Director, Washington Headquarters Services.

2.1.7. The Deputy Chief of Staff, Intelligence, Surveillance and Reconnaissance (AF/A2) will:

2.1.7.1. Plan for survival, recovery and reconstitution of AF/A2 Mission Essential Functions (MEFs).

2.1.7.2. Develop, coordinate and maintain integrated continuity plans in support of DOD, Air Force and HAF.

2.1.7.2.1. Support and comply with the overarching requirements of DOD directives and HAF COOP plans, especially with regard to the requirement to plan for the execution of continuity plans with no warning.

2.1.7.2.2. Support the National Continuity Policy, comply with the Defense Continuity Strategy and subsequent implementation memorandums and directives.

2.1.7.2.3. Ensure AF/A2 COOP Plans are coordinated, as applicable, across the DIE and with the Office of the Under Secretary of Defense for Intelligence (OUSD(I)) Senior Accountable Official (SAO) to ensure integrated capabilities of the components of the DIE to support the Secretary of Defense (SecDef) and the Director of National Intelligence (DNI).

2.1.7.3. Participate in assessments and exercises at all national, DOD and HAF levels to validate the completeness, readiness and effectiveness of Defense Intelligence Continuity planning.

2.1.7.4. Identify, mitigate, eliminate, or assume vulnerabilities or shortfalls in continuity planning or capabilities, especially those that may impact HAF and across the DIE.

2.1.7.5. Plan and document continuity support to other components of the DIE.

2.1.7.6. Biennially, or when directed, review continuity programs and plans.

2.1.7.7. Participate in appropriate national, DOD and HAF exercises and conduct annual testing and evaluation of continuity plans.

2.1.7.8. Appoint an AF/A2 official as the central point of contact (POC) for the Air Force Intelligence Community on continuity issues and to manage, oversee and ensure continuity readiness and compliance with DOD and HAF policies and guidance.

2.1.7.9. Designate a Defense Intelligence Mission Assurance Integration Group (DIMAIG) POC for coordination of mission assurance and continuity programs, plans and other applicable programs with the DIE.

2.1.7.10. Designate a National Intelligence Community Emergency Management Panel (NICEMP) POC to coordinate continuity programs, emergency plans and other applicable programs with the DIE.

2.1.7.11. Designate an Intelligence Community Exercise Forum (ICEF) POC to coordinate AF/A2 exercise activities with other IC Components.

2.1.7.12. Review MAJCOM intelligence COOP Programs when required, to include:

2.1.7.12.1. COOP planning documents

2.1.7.12.2. Annual COOP exercise results

- 2.1.7.12.3. Annual COOP self-inspections
- 2.1.7.13. Designate representatives to participate in the AF Balanced Survivability Assessment Working Group.
- 2.1.8. The Deputy Chief of Staff for Operations, Plans and Requirements (AF/A3/5) is the Air Force senior official designated to manage, oversee, and ensure readiness and compliance with the Air Force continuity program, guidance and responsibilities and will:
 - 2.1.8.1. Establish guidance to maintain a comprehensive and effective continuity capability to preserve execution of Air Force functions, missions, capabilities and tasks in support of the DOD MEFs.
 - 2.1.8.2. Develop, coordinate and validate COOP requirements.
 - 2.1.8.3. Ensure continuity is integrated and synchronized in readiness and mission assurance related programs to include force protection, emergency management, combating weapons of mass destruction, counter chemical, biological, radiological and nuclear (C-CBRN), antiterrorism, medical force health protection, critical infrastructure program (CIP), cyber security, facilities and communication and computer design standards.
 - 2.1.8.4. Ensure Air Force forces supporting the National Military Command System and combatant, sub-unified and Air Force component commands have COOP programs.
 - 2.1.8.5. Ensure continuity programs are adequately planned, programmed and budgeted.
 - 2.1.8.6. Develop and implement a coordinated, multi-year strategic management plan for assets and resources in support of the Defense Continuity Program (DCP).
 - 2.1.8.7. Designate the Director of Operations (AF/A3O) as the representative for management, oversight and policy compliance with continuity. Serve as the Air Force representative to the Defense Continuity Executive Steering Group at the discretion of the AF/A3/5.
 - 2.1.8.8. Designate representatives to participate in the AF Balanced Survivability Assessment Working Group.
- 2.1.9. The Deputy Chief of Staff, Logistics, Installations and Mission Support (AF/A4/7) will:
 - 2.1.9.1. Establish hardening and force protection standards for headquarters buildings and other key facilities which support DOD.
 - 2.1.9.2. Incorporate protection of MEFs in integrated defense planning standards and vulnerability assessment requirements.
 - 2.1.9.3. Incorporate continuity in emergency management standards.
 - 2.1.9.4. Establish procedures to test and exercise continuity requirements as part of emergency management and force protection.
 - 2.1.9.5. Establish procedures to promulgate continuity threat information to worldwide Air Force operations.

2.1.9.6. Designate representatives to participate in the AF Balanced Survivability Assessment Working Group.

2.1.9.7. Ensure the Director of Security Forces, AF/A7S, as Headquarters Air Force Force Protection Steering Group (HAF FPSG) chair, incorporates continuity in the threat analysis and recommendations.

2.1.10. The Deputy Chief of Staff, Plans and Programs (AF/A8) will:

2.1.10.1. Incorporate DCP unique requirements to support COOP planning and execution in programming decisions. These include assets and resources to develop, maintain, and operate facilities, communication and transportation capabilities.

2.1.10.2. Establish a mechanism to identify programming for continuity funding.

2.1.11. The Air Force Surgeon General (AF/SG) will:

2.1.11.1. Establish policy and guidance for continuity in health protection.

2.1.11.2. Provide guidance and ensure AF/SG assets comply with COOP requirements outlined in AFI 41-106, Medical Readiness Program Management.

2.1.12. The Assistant Chief of Staff, Strategic Deterrence and Nuclear Integration (AF/A10) will designate representatives to participate in the AF Balanced Survivability Assessment Working Group.

2.1.13. The Director of Operations (AF/A3O), DCS/Operations, Plans and Requirements is the HAF Office of Primary Responsibility (OPR) for Air Force-wide COOP guidance and will:

2.1.13.1. Publish Air Force-wide COOP guidance, including this AFI and ensure this AFI is reviewed and updated as required.

2.1.13.2. Develop and implement a coordinated, multi-year strategic management plan for assets and resources in support of the Defense Continuity Program (DCP).

2.1.13.3. Provide guidance to all command levels on COOP planning and execution issues.

2.1.13.4. Establish reporting requirements on organizational continuity readiness.

2.1.13.5. Ensure the Air Force Operations Group (AFOG), in coordination with AFDW, has continuity plans for dealing with national or localized emergency situations ensuring the continued performance of HAF MEFs.

2.1.13.6. Through AF/A3O-AI, plan, execute and evaluate national and joint exercises with HAF continuity related events with assistance from AFDW/A3C, the AFOG and Crisis Action Team (CAT) offices.

2.1.13.7. Establish continuity standards for Air Operations Centers (AOCs).

2.1.13.8. Coordinate the development of COOP CIP standards with the AF/A3O-AH CIP/CARM program office.

2.1.14. The Air Force Operations Group (AFOG) will:

2.1.14.1. Monitor threats to Air Force operations through the Air Force Service Watch Cell (AFSWC).

2.1.14.1.1. Establish procedures and ensure the continuity of message processing.

2.1.14.1.2. Incorporate continuity in daily AF Command Post reporting requirements.

2.1.14.2. Develop procedures in coordination with AFDW/A3C to promulgate National Capital Region (NCR) threat and relocation information and decisions.

2.1.14.3. Develop plans and procedures in coordination with AFDW to relocate the HAF CAT.

2.1.14.4. Promulgate messages regarding the status of HAF operations.

2.1.14.5. Represent the AF/A3/5 on the DOD Continuity Executive Steering Group, as required.

2.1.14.6. Provide weather support to RRMC.

2.2. The Commander, Air Force District of Washington (AFDW/CC) will:

2.2.1. Manage HAF Continuity Program, through AFDW/A3C, with authority to plan and program the resources necessary to execute HAF MEFs.

2.2.1.1. Participate with or attend the Continuity Executive Steering Group on matters related to HAF COOP and National Capital Region (NCR) Emergency Preparedness.

2.2.1.2. Promulgate integrated continuity planning guidance to the HAF two-letter directorates.

2.2.1.3. Prepare, coordinate, validate, maintain, exercise and biennially review the HAF COOP OPORD.

2.2.1.4. Ensure the HAF COOP OPORD maintains compatibility with the Office of the Secretary of Defense (OSD) and Joint Staff plans in the NCR.

2.2.1.5. Lead, develop and conduct the annual HAF COOP BLUE RAVEN exercise program. Coordinate HAF participation in the Chairman's and National Exercise programs.

2.2.1.6. Manage HAF relocation sites and act as Tenant Representative for HAF on RRMC boards and committees.

2.2.1.7. Comply with DoDI 5110.11 Raven Rock Mountain Complex (RRMC).

2.2.1.8. Report COOP related expenditures for AFDW and HAF, as required, to AF/A3O.

2.2.2. Represent the HAF on Emergency Preparedness issues within the Pentagon. Manage HAF Emergency Evacuation Plans and serves as the HAF POC to work with the Pentagon Force Protection Agency (PFPA) on Pentagon Emergency Evacuation Planning and Personnel Accountability.

2.2.3. As the AF element under the Joint Task Force, National Capital Region (JTF-NCR), integrate response efforts to support incident command during emergencies, incidents and

exercises at the Pentagon facilities as defined in O-DODI 3020.43, Emergency Management and Incident Command of the Pentagon Facilities.

2.2.4. Develop a HAF COOP, Emergency Operations and Evacuation orientation and training program.

2.2.5. Provide Air Force transportation assets tasked through the Joint Staff for emergency evacuation.

2.2.6. Manage, through the 844th Communications Squadron, plans, programs and budgets for required interoperable computer and communications requirements for HAF continuity at primary and alternate NCR locations.

2.2.6.1. Provide data redundancy and critical application fail-over for systems that support HAF continuity.

2.2.6.2. Routinely test and exercise procedures for communication systems and data requirements.

2.2.6.3. Develop and maintains communication capabilities that can support the Air Force senior leadership while they are in transit to alternate facilities.

2.3. MAJCOMs and ANG will establish command-wide Continuity programs to include:

2.3.1. Supplement AFI 10-208 with MAJCOM and ANG specific continuity guidance.

2.3.1.1. MAJCOM guidance, unless specifically permitted, shall not be less restrictive than this instruction. Does not apply to ANG. Prior to publication, MAJCOM supplements to this instruction should be coordinated through AF/A3O-OB, 1480 Air Force Pentagon, Washington, D.C. 20330-1480, phone (703) 614-1221, email: coop@pentagon.af.mil.

2.3.1.2. Ensure continuity requirements are incorporated in the daily operations to ensure seamless and immediate continuation of essential functions and supporting capabilities during a wide range of emergencies, including local or regional natural disasters, health-related emergencies, accidents, technological limitations or attack-related emergencies.

2.3.1.3. Ensure all Air Force military, civilian and contract personnel know what actions they should take without warning, across a wide range of potential emergencies, both in-garrison and while deployed.

2.3.1.4. Integrate continuity guidance with integrated defense/force protection, anti-terrorism, emergency management, and critical asset risk management programs to efficiently enhance mission assurance.

2.3.1.5. Integrate risk management methodologies.

2.3.1.6. Establish procedures for reporting command-wide COOP related expenditures.

2.3.1.7. Establish procedures for reporting and tracking exercise findings.

2.3.2. Appoint an overall COOP POC within the A3 or A5 staff, in writing, directly responsible to the commander, that understands the organization's mission and functions.

2.3.2.1. Appoint knowledgeable internal HQ A-Staff/Special Staff functionals (i.e. A1, A2, A3, A4, A7, JA, PA, IG, etc.) to assist the COOP POC to develop integrated guidance to enhance continuity capability and mitigate mission risk.

2.3.2.2. Appoint a security manager to provide security classification guidance.

2.3.2.3. Notify AF/A3O-OB of the organization tasked with COOP program responsibilities and the COOP POC via email to coop@pentagon.af.mil.

2.3.3. Develop, validate and prioritize MAJCOM-wide MEFs.

2.3.4. Submit prioritized recommendations for BSA candidates annually to AF/A3O.

2.4. MAJCOM HQs, Direct Reporting Units (DRUs), Field Operating Agencies (FOAs), Numbered Air Forces (NAFs), and Wings will develop continuity plans, identify and prioritize MEFs, and take actions to ensure seamless and immediate continuation of essential functions during and in the aftermath of an emergency. Refer to Chapter 3 for planning guidance. (EXCEPTION: In AFMC, Centers may develop plans, identify MEFs, etc. in lieu of Wings.) Refer to procedures for developing and prioritizing MEFs in Atch 3.

2.4.1. Ensure plans support higher headquarters plans and are consistent with responsibilities in Unified Combatant Command plans. Ensure all OPLANS identified by COCOMs, MAJCOMs, DRUs, FOAs, NAFs and Wings include services performed by contractors are included in contract requirements packages.

2.4.2. Regardless of their responsibilities for MEF execution, all military, civilians and contract personnel should be trained to know what action to take in an emergency and what personnel accountability actions to take for themselves and their families. Training requirements for contractors are included in all SOWs addressing MEF contingencies. Training should be held within 30 days of assignment.

2.4.2.1. Designated key and emergency staff will be trained within 30 days of assignment and should receive annual refresher briefings.

2.4.2.2. All military, civilians and contract personnel should be prepared for the possibility of relocation, telework or alternate work schedules (AWS) without warning. Ensure functional commanders include requirements for emergency operations in the contract SOW for contractors.

2.4.3. Exercise COOP plans at least annually.

2.4.3.1. **(Added-USAFE)** All USAFE HQ, wings, groups, and subordinate units are required to develop and practice their COOP plans.

2.4.4. Implement risk assessments and risk mitigation strategies to ensure MEF execution continues uninterrupted. In addition to guidance established in this publication, utilize the Integrated Defense Risk Management Process (IDRMP) to integrate risk management at the installation.

2.4.5. Participate with the Installation's Integrated Defense Working Group (IDWG) and/or Integrated Defense Council (IDC). Incorporate MEFs in the Integrated Defense Plan. Utilize the IDRMP and systems to mitigate risk.

2.4.6. Establish business continuity guidance in collaboration with integrated defense, anti-terrorism, CIP/CARM, and emergency management programs. Incorporate telework guidance established by AF/A1 and computer system security requirements established by SAF/CIO A6.

2.5. (Added-USAFE) The HQ USAFE COOP Program office (HQ USAFE/A10NC) shall:

2.5.1. (Added-USAFE) Serve as the HQ USAFE focal point for COOP programming and planning.

2.5.2. (Added-USAFE) Ensure the HQ USAFE COOP program meets all the requirements set forth in AF guidance.

2.5.3. (Added-USAFE) Ensure the MAJCOM supplement to AFI 10-208 is validated and/or updated at least every two years.

2.5.4. (Added-USAFE) Ensure the HQ USAFE COOP Plan is validated and/or updated at least every two years and the plan is executable.

2.5.5. (Added-USAFE) Task HQ USAFE and subordinate organizations as deemed necessary to accomplish the COOP mission planning.

2.5.6. (Added-USAFE) Ensure the HQ COOP Plan is exercised and tested at least annually.

2.5.7. (Added-USAFE) Assist units with the development and exercise of MEFs/plans.

2.5.8. (Added-USAFE) Task wing/group COOP program offices as necessary to accomplish HQ COOP mission planning, gather COOP metrics, and execute COOP.

2.5.9. (Added-USAFE) Coordinate with the USAFE Inspector General (USAFE/IG) to ensure wing/group MEFs/plans meet minimum requirements.

2.5.10. (Added-USAFE) Provide staff assistance visits (SAV) to support HQ/wing/group COOP programs IAW AFI 90-201 para 1.5.9.5.

2.5.11. (Added-USAFE) Prepare and submit budget information for planned COOP operations, and report incurred costs and COOP expenditures.

2.5.11.1. (Added-USAFE) Report all MAJCOM COOP exercises to HAF.

2.5.11.2. (Added-USAFE) Document expenditures relating to COOP.

2.5.12. (Added-USAFE) Represents USAFE at AF and DoD COOP conferences and meetings.

2.5.13. (Added-USAFE) Create a USAFE COOP self-assessment checklist to facilitate self-identification of potential COOP deficiencies.

2.6. (Added-USAFE) Individual HQ USAFE A/Special Staff Directorates/Commanders shall (T-3):

2.6.1. (Added-USAFE) Ensure continued appointment of knowledgeable primary and alternate COOP POCs, empowered to make preliminary decisions and speak on behalf of their director/commander. (Refer to Attachment 2, Figure A2.1)

2.6.2. **(Added-USAFE)** Ensure applicable COOP MEFs, basic plan, and plan annexes are up-to-date, executable, meet all minimum requirements, and fully support vital COOP mission sets. Ensure combined plans are titled IAW paragraph 3.1. of the basic AFI.

2.6.3. **(Added-USAFE)** Develop guidance, instructions, support agreements, memorandums of agreement (MOA), and memorandums of understanding (MOU) required to support MEFs/plan annexes.

2.6.4. **(Added-USAFE)** Ensure COOP POCs perform required duties.

2.6.5. **(Added-USAFE)** Ensure organizational alert and notification procedures are effective.

2.6.6. **(Added-USAFE)** Ensure tasked personnel are fully qualified, informed, and ready to accomplish MEFs with no advance notice.

2.6.7. **(Added-USAFE)** Ensure that organization COOP manpower authorizations are assigned against the Unit Manning Document (UMD), adequately meet time-phased COOP MEF requirements, and tasked individuals are fully qualified, informed, and ready to accomplish MEFs with no advance notice.

2.6.8. **(Added-USAFE)** Ensure civilians/contractors identified to actively support MEFs, accept COOP responsibilities and that personnel descriptors (PD)/contracts include specific COOP mission essential duties.

2.6.9. **(Added-USAFE)** Ensure COOP limiting factors (LIMFACs) are reported to HQ USAFE A10NC by 1 June of each year, negative reports are required. Reports are required for manning shortfalls, document/data/equipment problems, workspace limitations including at alternate locations, connectivity issues, and any other problems adversely affecting continuity of operations. Classify in accordance with applicable security guidance.

2.6.10. **(Added-USAFE)** Ensure that COOP related expenditures are reported to HQ USAFE/A10NC as they occur and at the end of the FY.

2.6.11. **(Added-USAFE)** Ensure the COOP self-assessment checklist and USAFE supplement checklist is completed at least annually and IAW AFI 90-201, para 5.4.5.10. Self-Assessment results must be entered and tracked in Management Internal Control Toolset (MICT).

2.7. (Added-USAFE) Individual HQ USAFE A/Special Staff COOP POCs shall (T-3 unless otherwise specified):

2.7.1. **(Added-USAFE)** Keep their director/commander advised of COOP issues and seek guidance.

2.7.2. **(Added-USAFE)** Serve as the directors/commanders focal point for COOP planning and execution. Plan for COOP, make preliminary COOP decisions, and otherwise act on behalf of their director/commander in respect to COOP planning.

2.7.3. **(Added-USAFE)** Seek out subject matter experts (SMEs) and become knowledgeable in aspects related to COOP.

2.7.4. **(Added-USAFE)** Coordinate all COOP planning and execution activities throughout their organization. Draft the directorates/commanders COOP MEFs and COOP plan annex. Ensure they meet minimum COOP requirements, are up-to-date, and executable.

2.7.5. **(Added-USAFE)** Ensure COOP training is conducted. Ensure a knowledgeable individual conducts COOP training with all assigned individuals (including civilians and contractors).

2.7.5.1. **(Added-USAFE)** Generalized Training. Everyone assigned must be trained on shelter in place, alert, and recall procedures, who to call if unable to make contact through the chain-of-command, and COOP classification guidance with emphasis on what components are classified. Everyone has a COOP responsibility, even if it is simply to —prepare self/family for the unexpected, get out of the way, follow the directions of civil/military authorities, and maintain accountability/contact with officials through supervisors, Crisis Action Team (CAT), Air Force Personnel Accountability and Assessment System (AFPAAS), etc.”

2.7.5.2. **(Added-USAFE)** MEF/COOP responsible individuals. Specialized and in-depth COOP training is required for MEF/plan responsible individuals, program developers, CAT, and squadron/unit COOP POCs.

2.7.6. **(Added-USAFE)** The USAFE-AFAFRICA Command Center must submit a CCIR IAW with USAFEI 10-500 (T-2).

2.7.6.1. **(Added-USAFE)** USAFE-AFAFRICA Command Center must immediately notify the HQ USAFE COOP Program Office (HQ USAFE/A10NC) upon receipt of the CCIR (T-2).

2.7.7. **(Added-USAFE)** Report COOP LIMFACs to the HQ USAFE COOP Program Office by 1 June of each year, negative reports are required. For LIMFACs lacking completeness, report what is known and update as information becomes available. Common LIMFAC questions include: MEF affected, how impacted, severity, date identified, estimated duration/fix date, any courses of action (COA) being considered, and recommendations. Report to HQ USAFE/A10NC via SIPRNet, classify IAW content.

2.7.8. **(Added-USAFE)** Assist the director/commander to ensure that the organizational recall, alert, and notification procedures are periodically tested and effective. Advise the director/commander of gaps, concerns, and recommend improvements.

2.7.9. **(Added-USAFE)** Assist subordinate organization counterparts (i.e., 31 FW, 39 FW, 52 FW & 100 ARW) with MEF/COOP development and provide COOP SAV assistance to wing/group personnel as required IAW AFI 90-201, para 1.5.9.5.

2.7.10. **(Added-USAFE)** Advise the director/commander on the qualification and ability of individuals to accomplish MEFs with no advance notice.

2.7.11. **(Added-USAFE)** Ensure that COOP related expenditures are reported to HQ USAFE/A10NC as they occur and at the end of the FY.

2.7.12. **(Added-USAFE)** Complete the COOP self-assessment checklist in MICT at least annually and IAW AFI 90-201, para 5.4.5.10. HQs/wings/groups/units may add to/expand upon the checklist.

2.8. (Added-USAFE) Wing/Group (31 FW, 39 ABW, 48 FW, 52 FW (to include the MUNSS), 65 ABW, 86 AW, & Standing Deployed Organizations) Commanders shall (T-3):

2.8.1. **(Added-USAFE)** Provide HQ USAFE COOP Program Office (HQ USAFE/A10NC) with the office of responsibility and/or POC names.

2.8.2. **(Added-USAFE)** Publish COOP MEFs and a Wing/Group COOP Plan (or combination of plans). Ensure MEFs/plan(s) are up-to-date, executable, meet all minimum requirements, and fully support vital COOP mission sets. Ensure combined plans are titled IAW paragraph 3.1. of the basic AFI.

2.8.3. **(Added-USAFE)** Develop guidance, instructions, support agreements, memorandums of agreement (MOA), and memorandums of understanding (MOU) required to support MEFs/plan annexes.

2.8.4. **(Added-USAFE)** Ensure the wing/group COOP program office completes required duties.

2.8.5. **(Added-USAFE)** Ensure tasked personnel are fully qualified, informed, and ready to accomplish MEFs with no advance notice.

2.8.6. **(Added-USAFE)** Ensure civilians/contractors identified to actively support COOP plan MEFs, accept COOP responsibilities and that PDs/contracts include specific COOP/mission essential duties.

2.8.7. **(Added-USAFE)** Immediately report MEF disruptions and COOP plan activation (utilizing secure means as necessary) to the unit Command Post for Commanders Critical Information Requirements (CCIR) report consideration.

2.8.7.1. **(Added-USAFE)** The Command Post must submit a CCIR IAW with USAFEI 10-500 (T-2).

2.8.7.2. **(Added-USAFE)** USAFE-AFAFRICA Command Center must immediately notify the HQ USAFE COOP Program Office (HQ USAFE/A10NC) upon receipt of CCIR.

2.8.8. **(Added-USAFE)** Ensure the wing/group plan is exercised at least annually.

2.8.9. **(Added-USAFE)** Report COOP LIMFACs to the HQ USAFE COOP Program Office by 1 June of each year, negative reports are required. For LIMFACs lacking completeness, report what is known and update as information becomes available. Common LIMFAC questions include: MEF affected, how impacted, severity, date identified, estimated duration/fix date, any courses of action (COA) being considered, and recommendations. Report to HQ USAFE/A10NC via SIPRNet, classify IAW content (T-2).

2.8.10. **(Added-USAFE)** Ensure that COOP related expenditures are reported to HQ USAFE/A10NC as they occur and at the end of the FY.

2.9. (Added-USAFE) The Wing/Group COOP Program Office/POCs shall (T-3):

2.9.1. **(Added-USAFE)** Serve as the wing/group focal point for COOP. Creates a viable wing/group COOP program. Publish wing/group COOP MEFs, COOP plan, and ensure they are updated, current, executable, and meet the minimum requirements set forth in USAFE and AF guidance. Ensure combined plans are titled IAW Paragraph 3.1. of the basic AFI.

2.9.2. **(Added-USAFE)** Ensure all applicable units (wing, group, squadron, subordinate, and tenant) have designated primary and alternate COOP POCs and that the designations are up to date (refer to Attachment 2, Figure A2.1).

2.9.2.1. **(Added-USAFE)** All designated key and emergency staff must be trained within 30 days of assignment and should receive annual refresher briefings.

2.9.3. **(Added-USAFE)** Coordinate with all base functions affected by COOP, including tenant units, to ensure wing/group MEFs/plans are developed, exercised, and otherwise meet minimum intent and requirements. Recommend the establishment of a wing/group COOP working group to help facilitate this effort.

2.9.4. **(Added-USAFE)** Task wing/group organizations or other activities as necessary to accomplish the COOP mission. Work with the HQ USAFE COOP Program Office and applicable HQ USAFE staff to achieve desired results.

2.9.5. **(Added-USAFE)** Keep the commander advised of COOP issues and seek guidance when required.

2.9.6. **(Added-USAFE)** Work with the wing/group IG to ensure COOP specifics are considered for inclusion in local exercises and provide COOP SAV assistance to wing/group personnel as required IAW AFI 90-201, para 1.5.9.5.

2.9.7. **(Added-USAFE)** Ensure COOP training is conducted. Ensure a knowledgeable individual conducts COOP training with all assigned individuals (including civilians and contractors).

2.9.7.1. **(Added-USAFE)** Generalized Training. Everyone assigned must be trained on shelter in place, alert, and recall procedures, who to call if unable to make contact through the chain-of-command, and COOP classification guidance with emphasis on what components are classified. **Everyone** has a COOP responsibility, even if it is simply to —prepare self/family for the unexpected, get out of the way, follow the directions of civil/military authorities, and maintain accountability/contact with officials through supervisors, CAT, AFPAAS, etc.”

2.9.7.2. **(Added-USAFE)** MEF/COOP responsible individuals. Specialized and in-depth COOP training is required for MEF/plan responsible individuals, program developers, CAT, and squadron/unit COOP POCs.

2.9.8. **(Added-USAFE)** Ensure the wing/group plan is exercised at least annually.

2.9.9. **(Added-USAFE)** Immediately report MEF disruptions and COOP plan activation (utilizing secure means as necessary) to your local Command Post for Commanders Critical Information Requirements (CCIR) report consideration.

2.9.9.1. **(Added-USAFE)** The Command Post must submit a CCIR IAW with USAFEI 10-500 (T-2).

2.9.9.2. **(Added-USAFE)** USAFE-AFAFRICA Command Center must immediately notify the HQ USAFE COOP Program Office (HQ USAFE/A10NC) upon receipt of CCIR (T-2).

2.9.10. **(Added-USAFE)** Report COOP LIMFACs to the HQ USAFE COOP Program Office by 1 June of each year, negative reports are required. For LIMFACs lacking

completeness, report what is known and update as information becomes available. Common LIMFAC questions include: MEF affected, how impacted, severity, date identified, estimated duration/fix date, any courses of action (COA) being considered, and recommendations. Report to HQ USAFE/A10NC via SIPRNet, classify IAW content (T-2).

2.9.11. **(Added-USAFE)** Report all COOP expenditures to HQ USAFE/A10NC as they occur and at the end of the FY (T-2).

2.9.12. **(Added-USAFE)** Complete the COOP self-assessment checklist in MICT at least annually and IAW AFI 90-201, para 5.4.5.10. HQs/wings/groups/units may add to/expand upon the checklist.

Chapter 3

COOP PLAN DEVELOPMENT

3.1. Writing COOP Plans. COOP plans should use planning factors contained in this instruction and War & Mobilization Plan, Vol 1 (WMP-1), Basic Planning. To ensure fully integrated response operations, commanders should include COOP plans with other installation plans, such as the Comprehensive Emergency Management Plan (CEMP), Integrated Defense Plan (IDP), Antiterrorism (AT) Plan, Disease Containment Plans or other plans as long as all COOP planning factors, risks and controls are addressed. If Commands combine COOP plans with their other plans, such as CEMP, title the plan "CEMP/COOP- (organization designation)." Although AFMAN 10-401, Volume 2, Planning Formats and Guidance, is the recommended plan format, organizations can adopt any format that best achieves their planning goals or as directed by the MAJCOM.

3.1.1. COOP plans should comply with guidance in the following documents:

3.1.1.1. AFDD 3-10, Force Protection

3.1.1.2. AFI 10-2604, Disease Containment Planning Guidance – plan for continuation of MEFs during a pandemic or other contagious biological event or outbreak.

3.1.1.3. AFI 10-2501, Air Force Emergency Management (EM) Program Planning and Operations – plan for continuation of MEFs during or following a major accident, natural disaster, conventional attacks (including high-yield explosives), or terrorist use of Chemical Biological Radiological and Nuclear (CBRN) materials. Incorporates CEMP 10-2.

3.1.1.4. AFI 10-206, Operational Reporting – comply with reporting requirements upon COOP activation and movement to alternate locations.

3.1.1.4.1. (**Added-USAFE**) Identify any higher headquarters reporting requirements. Refer to USAFEI 10-500, *USAFE Operational Reporting*.

3.1.1.5. AFI 10-401, Air Force Operations Planning and Execution – comply with reporting requirements.

3.1.1.6. AFI 10-701, Operations Security (OPSEC) – comply with security requirements. Develop OPSEC standards based on the priority of the MEF.

3.1.1.7. AFRPD 10-24, Air Force Critical Infrastructure Program (CIP) – implements a mission-focused, Air Force Task Critical Asset (TCA) identification and Critical Asset Risk Assessment (CARA) process. All CIP critical assets are designated as TCAs, with a subset of this list being designated as Defense Critical Assets (DCAs).

3.1.1.7.1. War Mobilization Plan I (WMP-1) – contains additional factors to assist with planning efforts.

3.1.1.8. AFI 10-245, Antiterrorism

3.1.1.9. AFI 31-101, Integrated Defense.

3.2. Classifying COOP Plans. Classify COOP plans according to content, as required by applicable overarching program security guidance, MEFs, mission criticality, capabilities, key

personnel movement, compilation of data revealing additional associations or relationships and the specific plan(s) supported. COOP plans directly supporting the national essential functions or DoD or AF primary MEFs will not be marked lower than secret. Other COOP plans will not be marked lower than For Official Use Only (FOUO).

3.2.1. Use DoD Defense Continuity Program (DCP) Security Classification Guide, (15 Dec 05) for details and to determine specific classification decisions ambiguity exists and/or no original classification authority (OCA) is available.

3.2.2. Refer to the “Continuity of Operations (COOP) /Continuity of Government (COG)” Community of Practice for the Defense Continuity Security Classification Guidance (SIPRNet) or contact coop@pentagon.af.mil or coop@af.pentagon.smil.mil for a copy.

3.3. COOP Plan Review. Organizations are required to validate and update their COOP plan every two years.

3.4. Elements of a Continuity Plan. COOP plans should be executable with and without warning, during and after duty hours and should include the following elements:

3.4.1. Mission Essential Functions. Prior to writing continuity plans, organizations should thoroughly analyze their organization’s mission, functions, supporting activities, communication and vital records/data necessary for successful mission execution. Refer to Attachment 3 for further guidance.

3.4.1.1. Identify MEFs. Prioritize MEFs based on the impact of interruption and degree of acceptable interruption.

3.4.1.2. Identify leadership, personnel, facilities, equipment, computer and communication technologies, supplies and/or other resources necessary to execute each MEF.

3.4.2. Orders of Succession and/or Delegation of Authority.

3.4.2.1. Plan for order of succession and/or delegation of authority in the event a disruption renders leadership unavailable or incapable of executing their responsibilities and/or exercising their authorities.

3.4.2.2. Commanders will establish, promulgate, and maintain orders of succession and delegation of authority for key positions. Orders of succession are an essential part of organizations’ continuity plans and should have sufficient breadth, depth and geographic dispersal, where feasible.

3.4.2.3. Procedures and conditions for delegation of authority must be documented in COOP plans and should indicate the extent and limits of the delegated authority. The description of the conditions for implementation should include specific ‘triggers’ for when the permission to act for the principal may be used as well as when that permission is no longer authorized.

3.4.3. Key Personnel.

3.4.3.1. Identify key military, civilian and contractor positions with COOP responsibilities under normal and emergency procedures. Ensure position descriptions and contract statements of work clearly reflect COOP requirements.

3.4.3.2. Establish alert and notification procedures for key personnel. Ensure others are available through recall procedures to augment key personnel. Develop accountability procedures for all AF personnel.

3.4.3.3. Establish force health protection standards for key and other personnel. Incorporate disease containment guidelines in COOP plans.

3.4.3.4. Ensure compliance with reporting requirements outlined in AFI 10-205, Availability of Key HQ AF Personnel and Major Command Commanders.

3.4.3.5. Establish Counter Chemical, Biological, Radiological, Nuclear (C-CBRN) protection measures for key and other personnel, such as masks, suits, antidotes, etc. or expedited decontamination processes.

3.4.4. Communication and Data/Vital Records. Minimum requirements include secure and non-secure voice, data, video and fax as specified for the primary facility or as modified by higher headquarters directives.

3.4.4.1. COOP plans should provide military specific equipment (i.e. common access card (CAC) readers) to military, civilians or contractors to perform work as required. Home Use Programs (HUPs) provide another method of assisting telework procedures.

3.4.4.2. Establish procedures for fly-away kits which contain critical office items/records that cannot be pre-positioned. Ensure compliance with Personally Identifiable Information (PII), American Health Insurance Portability and Accountability Act (HIPAA) and other Information Assurance standards, if electronic media are used in fly-away kits. Include copies of delegations of authority in the vital records and ensure they are available at all continuity facilities in the event the continuity plan is activated.

3.4.4.3. Establish courier procedures.

3.4.4.4. Establish procedures to distribute Government Emergency Telecommunications Service (GETS) cards, as required. (<http://gets.ncs.gov/index.html>)

3.4.4.5. Establish procedures to distribute handheld communication devices, computers, etc.

3.4.5. Transportation. Develop transportation plans for moving personnel to relocation sites and sustaining operations, if required.

3.4.6. Facilities.

3.4.6.1. MEFs are most efficiently executed from the primary operating location. Commanders should develop procedures and risk mitigation strategies to continue operations at the primary location for all MEFs. Implement force protection, physical security or other means to enhance operational capability. Disease containment and contamination avoidance measures should also be considered when appropriate to the threat.

3.4.6.2. Establish shelter-in-place and relocation capability, as a minimum.

3.4.6.3. Designate alternate facilities for MEF execution.

3.4.6.3.1. Ensure sufficient space, infrastructure, power, life support and network connectivity is available. Ensure power, life support and network connectivity are not

provided through the same pathways and systems as the primary location. Establish procedures for maintaining alternate facilities in a minimum readiness state and pre-position unique equipment and supplies as necessary. Establish memorandum of agreement/understanding, as required. Refer to AFI 25-201, Support Agreements Procedures, for additional guidance.

3.4.6.3.2. Designated alternate facilities can include virtual office options, such as telework and/or AWS. Apply telecommuting and AWS policies and procedures.

3.4.6.3.3. Develop procedures for initial activation of relocation sites and for continuity staff to perform when alternate work location or telework is implemented. This may include testing communication systems, performing accountability checks and preparing and transmitting status and situation reports.

3.4.6.3.4. Develop procedures to procure equipment and supplies “just in time” that are not pre-positioned at alternate facilities.

3.4.6.4. MEFs can be transferred to another organization provided execution timelines are met. When MEFs are transferred, COOP plans should include provisions for resumption of MEF by the primary staff from an alternate location. Establish memorandum of agreement/understanding between organizations.

3.4.6.5. Disease containment may require other strategies, such as social distancing which can be achieved through split shifts, telework, AWS and/or dispersing personnel within available work space or to alternate facilities.

3.4.7. Return to Normal Operations and Reconstitution. Establish plans for return to normal operations and/or reconstitution.

3.4.7.1. For PMEFs and MEFs, plan options for return to normal operations and reconstitution regardless of the level of disruption that originally prompted COOP execution. This may include moving operations from the continuity or devolution location to either the original operating facility or, if necessary, to a new operating facility.

3.4.7.2. Verify that all systems, communications, and other required capabilities are available and operational and that the facility is fully capable of accomplishing all essential functions and operations.

3.5. Risk Mitigation.

3.5.1. Apply risk mitigation methodologies during the Readiness and Preparedness/Normal Operations Phase to mitigate risk to MEF execution. Refer to Attachment 4 of this AFI for further information.

3.5.2. Plans should place increased planning emphasis on the events most likely to occur and which will most likely degrade operations beyond acceptable limits.

3.6. Planning Phases: The COOP implementation process will include the following planning phases:

3.6.1. Readiness and Preparedness / Normal Operations Phase. During normal daily operations, COOP readiness should ensure identification and protection of successors/military authority, accuracy of personnel accountability and readiness of

relocation sites. As information and intelligence increase the likelihood of an event or other disruption, every effort should be made to plan or implement pre-emptive relocation or establish an initial operating capability for critical missions and assets at alternate sites. This could also include sending non-essential personnel home as a means of dispersal.

3.6.2. Activation and Relocation Phase (0-12 hours). This phase begins when operations at the primary facility can no longer support MEF execution. During this phase, give priority to military operations (including logistical support), continuing Command, Control, Communications, Computers, Intelligence, Surveillance, Reconnaissance (C4 ISR) functions, transferring personnel and computer data/applications necessary to support operations, personnel accountability and damage and residual resource assessment and reporting.

3.6.3. Alternate Operating Facility Operation Phase. This phase commences with full MEF execution with a focus on military operations, communications, transportation, performing other essential functions, resource recovery and reconstituting forces. Affected organizations should notify command and control agencies of manpower and capability at alternate locations. Refer to AFI 10-206, for reporting requirements. Address the restoration of command staffs, capabilities, and functions as resources and operational tasks permit.

3.6.4. Return to Normal Operations Phase. This phase begins when an appropriate authority directs the return to normal operations. During this phase, begin implementing plans to resume normal operations. Supervise an orderly return to the normal operating facilities, or movement to a temporary or permanent facility. Maintain communication with Command and Control (C2) agencies during transition and report mission manpower and capability.

3.7. (Added-USAFE) Organizations COOP Plans. Each organization must provide HQ USAFE/A10NC with a current electronic copy of the organization's COOP Plan (T-3).

Chapter 4

HEADQUARTERS AIR FORCE COOP PROGRAM

4.1. Introduction. The HAF COOP OPORD details HAF senior leader succession procedures and provides for continuity of essential HAF functions during conditions when normal operations have been impaired or made impossible. The OPORD also outlines HAF support requirements for CJCS OPORD and OSD plans. This chapter tasks specific HAF offices to plan for relocation and reconstitution during emergencies. It provides program management guidance and assigns administrative responsibilities in support of the HAF COOP OPORD.

4.2. Applicability. This chapter applies to HAF two-letter organizations, FOAs, DRUs and all other organizations tasked in the HAF COOP OPORD.

4.3. Responsibilities.

4.3.1. AFDW/A3C is designated the POC for HAF COOP and represents the Air Force at meetings hosted by the OSD, Joint Staff and other Services concerning NCR COOP execution issues.

4.3.1.1. AFDW/A3C is responsible for writing and publishing the HAF COOP OPORD and will ensure that HAF two-letter and COOP plans are consistent with the requirements in this instruction and the HAF COOP OPORD.

4.3.1.2. AFDW/A3C is responsible for coordinating with the Pentagon Force Protection Agency to train and prepare HAF personnel and organizations for emergency evacuation from the Pentagon.

4.3.1.3. AFDW/A3C is responsible for maintaining on-site personnel at the primary HAF relocation sites and coordinating with HAF site tenants to ensure sites are prepared for relocation.

4.3.1.4. AFDW/A3C hosts the HAF COOP Working Group and coordinates and maintains the working group charter. Any sub-working groups established to manage individual COOP issues report to the HAF COOP Working Group.

4.3.2. All HAF two-letter organizations will:

4.3.2.1. Develop plans to support the HAF COOP OPORD and detail the COOP actions of non-Emergency Relocation Staff (ERS) personnel (business continuity staff).

4.3.2.1.1. Fund requirements for organizational or mission specific equipment and supplies at relocation sites.

4.3.2.1.2. Provide AFDW/A3C with a current copy of the organizational COOP plan.

4.3.2.2. Appoint primary and alternate Emergency Planning Coordinators (EPC) and update EPC appointments whenever personnel changes require it. Notify AFDW/A3C within one week, in writing, of any appointment changes.

4.3.2.3. Appoint a primary and alternate Evacuation Coordinator (EC). Notify AFDW/A3C in writing within one week of any appointment changes.

4.3.2.4. Provide AFDW/A3C with a current copy of the 2-Letter Business Continuity Plan.

4.3.3. The AFOG is an integral part of COOP planning and execution. The HAF CAT and the AF Service Watch Cell (AFSWC) will be at the core of any HAF COOP event.

4.3.3.1. AFOG will provide support as necessary to AFDW/A3C for COOP training and execution to include CAT desk space and information sharing with the COOP Response Cell (CRC). The AFSWC should establish procedures to maintain contact with the CRC and the Andrews AFB Command Center which also serves as the AFDW Command Center.

4.3.3.2. AFOG shall participate in COOP exercise planning and execution, including scenario and Master Scenario Event List (MSEL) development with AFDW/A3C and AF/A3O-AI.

4.3.3.3. AFOG is the designated POC for execution of the CJCS's Joint Emergency Evacuation Plan (JEEP) OPORD 1-CY. This includes selection, training and oversight of Air Force JEEP load coordinators.

4.3.4. AFDW is the single AF voice for planning and implementing AF and joint solutions within the NCR, and as such, is a primary component in HAF COOP planning and execution.

4.3.4.1. AFDW will maintain situational awareness of HAF COOP activities and provide logistics support, including transportation, when required. The Joint Base Andrews Command Center will establish procedures to maintain contact with CRC and the AFSWC.

4.3.4.2. Through the 844th Communications Group, AFDW will provide Information Technology (IT) support and refresh systems for HAF COOP relocation sites when required.

4.3.4.3. AFDW will coordinate relocation facility maintenance support as needed/requested.

4.3.5. AF/A3O-AI will assist in planning local and national level COOP exercises, providing expertise in development of exercise scenarios and Master Scenario Events List (MSEL).

4.3.6. Emergency Planning Coordinators (EPC) will provide organization-specific functional expertise and support to AFDW/A3C and will comply with responsibilities as outlined in the HAF COOP OPORD. EPCs will:

4.3.6.1. Provide organization-specific functional expertise and support to AFDW/A3C.

4.3.6.2. Coordinate all COOP planning and execution activities throughout their organization. This includes entering and keeping current their organization's ERS roster information required in the AFDW/A3C Paragon system.

4.3.6.3. Prepare and maintain an organizational COOP plan detailing support to the HAF COOP OPORD and the COOP activities of the organization's non-emergency relocation staff.

4.3.6.4. Train tasked personnel on HAF COOP OPORD and the organization's COOP plan. Schedule and coordinate orientation visits to HAF relocation sites for staff members assigned to primary or alternate positions.

4.3.6.5. Ensure the organization develops and maintains applicable HAF COOP OPORD annexes.

4.3.6.6. Report COOP limiting factors in any area to AFDW/A3C. Reports are required for manning shortfalls, document/data/equipment problems, workspace limitations and any other problems adversely affecting HAF continuity of operations. Classify in accordance with applicable security guidance.

4.3.6.7. Report all expenditures related to HAF COOP spending to AFDW/A3C in accordance with guidance provided by AF/A8 in the annual data call.

4.3.6.8. Ensure individuals designated as ERS members are qualified to accomplish relocation duties. All primary and alternate ERS members must possess a SECRET clearance.

4.3.7. Evacuation Coordinators (ECs) will:

4.3.7.1. Ensure their organizations are in compliance with PFPA Evacuation Plan requirements and that unit personnel are trained and understand their evacuation duties.

4.3.7.2. Attend periodic EC Working Group meetings hosted by AFDW/A3C.

4.4. Relocation Site Administration.

4.4.1. AFDW/A3C is responsible for HAF alternate relocation site management.

4.4.2. Administration of organization specific files, data, and equipment pre-positioned at the site and contained in flyaway kits is the responsibility of each organization. Each EPC will take responsibility for configuring allocated areas to properly support their COOP mission.

4.4.3. Workspace, safes, and file cabinets, if available are assigned by AFDW/A3C.

4.4.4. 844th Communications Squadron will ensure computers and other IT support equipment are refreshed during normal refresh cycles. Additional organizational requirements must be funded by each organization and approved through AFDW/A3C prior to installation.

4.5. Exercises and Training.

4.5.1. AFDW/A3C will conduct HAF COOP exercises and training events under the BLUE RAVEN exercise program. Exercises will be done in conjunction with higher headquarters and national-level exercise programs whenever possible.

4.5.2. AFDW/A3C will publish an annual COOP training and exercise program. EPCs, relocatees, and staff augmentees are responsible for maintaining knowledge and skills needed to perform their functional duties during an emergency.

4.6. Issue Resolution. Following each BLUE RAVEN exercise, AFDW/A3C will summarize lessons learned in an after-action report which will be provided to exercise participants.

Chapter 5

BALANCED SURVIVABILITY ASSESSMENTS

5.1. Air Force is a full participant in the BSA program -which is designed to enhance Commanders' responsibility and authority to assure their respective missions, ensure a secure environment for personnel and actively protect key DoD resources. BSAs help identify and quantify vulnerabilities and recommend measures to remediate or mitigate these vulnerabilities.

5.2. Headquarters Air Force will - convene the AF BSA Working Group with representatives from AF/A3O, AF/A5X-C, AF/A5XP with expertise in CBRNE and Biological Select Agents and Toxins (BSAT), AF/A2C for Info Ops and/or AFIAA (as applicable), AF/A7S with expertise in Force Protection and Joint Staff Integrated Vulnerability Assessments (JSIVA), AF/A7C with expertise in CBRN and Emergency Management, AF/A10, and SAF/CIO A6. The Working Group will process MAJCOM submissions and formulate a consolidated list for submission.

5.3. MAJCOMS will -submit prioritized recommendations for BSA candidates annually to AF/A3O. MAJCOMs should target specific operational processes and procedures, not necessarily installations. All mission areas are eligible for inclusion as BSA candidates, but priorities should focus on the following:

- 5.3.1. Directly support the NEFs as outlined in HSPD 51.
- 5.3.2. Directly support the DoD PMEFs or MEFs. (see Attachment 2)
- 5.3.3. Ensure enduring operations of DoD nuclear command and control functions.
- 5.3.4. Assure global command, control, communications, computers and intelligence (C4I) capabilities.
- 5.3.5. Critical national and defense resources, Air Force Tier I, II and III TCAs as outlined in the CIP/CARM Program.
- 5.3.6. Systems, networks, architectures, infrastructures, and assets that support critical command and control, nuclear command and control, nuclear weapons surety, or high-containment BSAT biosurety.

HERBERT J. CARLISLE, Lt Gen, USAF
DCS, Operations, Plans, and Requirements

(USAFE)

CHARLES Q. BROWN, JR., Major General, USAF
Director of Operations, Strategic Deterrence, and
Nuclear Integration

Attachment 1**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

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AFMAN 33-363, Management of Records, 1 March 2008

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War and Mobilization Plan, Volume 1 (WMP-1) Basic Planning

Adopted Forms

AF Form 847, Recommendation For Change of Publication, 22 September 2009

Acronyms and Abbreviations

AFDW	Air Force District of Washington
AFEOC	Air Force Emergency Operations Center
AFI	Air Force Instruction
AFMAN	Air Force Manual
AFOG	Air Force Operations Group
AFPD	Air Force Policy Directive
AFSWC	Air Force Service Watch Cell
ANG	Air National Guard
AT	Anti-Terrorism
AWS	Alternate Work Schedule
BSA	Balanced Survivability Assessments
BSAT	Biological Select Agents and Toxins
C2	Command and Control
C4ISR	Command, Control, Communications, Computers, Intelligence, Surveillance, Reconnaissance
CARA	Critical Asset Risk Assessment
CARM	Critical Asset Risk Management
CAT	Crisis Action Team
CBRN	Chemical Biological Radiological and Nuclear
C-CBRN	Counter Chemical, Biological, Radiological, Nuclear
CCDR	Combatant Commander
CIP	Critical Infrastructure Program
CJCS	Chairman, Joint Chiefs of Staff
COG	Continuity of Government
CONOPS	Concept of Operations

CONPLAN	Concept Plan
CONUS	Continental United States
COOP	Continuity of Operations Plan or Program
CSAF	Air Force Chief of Staff
DCA	Defense Critical Assets
DCP	Defense Continuity Programs
DCS	Deputy Chief of Staff
DIMAIG	Defense Intelligence Mission Assurance Integration Group
DIE	Defense Intelligence Enterprise
DOD	Department of Defense
DRU	Direct Reporting Unit
EC	Evacuation Coordinator
ECG	Enduring Constitutional Government
EM	Emergency Management
EPC	Emergency Planning Coordinator
ERS	Emergency Relocation Staff
ESG	Executive Steering Group
FOA	Field Operating Agency
FOUO	For Official Use Only
GETS	Government Emergency Telecommunications Service
HAF	Headquarters, Department of the Air Force (refers to both the Secretariat and Air Staff)
HHQ	Higher Headquarters
HIPAA	Health Insurance Portability and Accountability Act
HQ	Headquarters
HSPD	Homeland Security Presidential Directive
IA	Information Assurance
ICEF	Intelligence Community Exercise Forum
ID	Integrated Defense
IDC	Integrated Defense Council
IDRMP	Installation Defense Risk Management Process
IDWG	Installation Defense Working Group
IT	Information Technology
JCS	Joint Chiefs of Staff
JEEP	Joint Emergency Evacuation Plan
JSIVA	Joint Staff Integrated Vulnerability Assessment
JTF-NCR	Joint Task Force, National Capital Region
LIMFACS	Limiting Factors
MAJCOM	Major Command
MEF	Mission Essential Function
METL	Mission Essential Task List
MSEL	Master Scenario Event List
NAF	Numbered Air Force
NCA	National Command Authority
NCR	National Capital Region
NICEMP	Defense Intelligence Mission Assurance Integration Group

OCA	Original Classification Authority
OPORD	Operation Order
OPR	Office of Primary Responsibility
OPSEC	Operations Security
OSD	Office of the Secretary of Defense
PFFA	Pentagon Force Protection Agency
PII	Personally Identifiable Information
PMEF	Primary Mission Essential Function
POC	Point of Contact
RDS	Records Disposition Schedule
RRMC	Raven Rock Mountain Complex
SAO	Senior Accountable Official
SECAF	Secretary of the Air Force
SecDef	Secretary of Defense
TCA	Task Critical Asset

Terms

Antiterrorism (AT)—Defensive measures used to reduce the vulnerability of individuals and property to terrorist acts, to include limited response and containment by local military and civilian forces. AT is one element of Force Protection. (JP 1-02).

Command and Control (C2)—The exercise of authority and direction by a properly designated commander over assigned and attached forces in the accomplishment of the mission. Command and control functions are performed through an arrangement of personnel, equipment, communications, facilities, and procedures employed by a commander in planning, directing, coordinating, and controlling forces and operations in the accomplishment of the mission.

Command and Control Systems (C2 Systems)—The facilities, equipment, communications, procedures, and personnel essential to a commander for planning, directing, and controlling operations of assigned and attached forces pursuant to the missions assigned.

Continuity of Government—A coordinated effort within each Branch of Government ensuring the capability to continue Branch minimum essential responsibilities in a catastrophic crisis. Continuity of Government is dependent on effective continuity of operations plans and capabilities. DOD Continuity of Government activities involve ensuring continuity of DOD MEF through plans and procedures governing succession to office; emergency delegations of authority (where permissible, and in accordance with applicable law); the safekeeping of vital resources, facilities, and records; the improvisation or emergency acquisition of vital resources necessary for the performance of MEF; and the capability to relocate essential personnel and functions to, and sustain performance of MEF at, alternate work site(s) until normal operations can be resumed.

Continuity of Operations (COOP)—An internal effort within individual components of the Executive, Legislative, and Judicial Branches of Government assuring the capability exists to continue uninterrupted essential component functions across a wide range of potential emergencies, including local or regional natural disasters, health-related emergencies, accidents,

and technological and/or attack-related emergencies. COOP involves plans and capabilities covering the same functional objectives of Continuity of Government, must be maintained at a high level of readiness, and be capable of implementation both with and without warning. COOP is not only an integral part of Continuity of Government and Enduring Constitutional Government (ECG), but is simply "good business practice" - part of the Department of Defense's fundamental mission as a responsible and reliable public institution.

Crisis—An incident or situation involving a threat to the United States, its territories, citizens, military forces, possessions, or vital interests that develops rapidly and creates a condition of such diplomatic, economic, political, or military importance that commitment of U.S. military forces and resources is contemplated to achieve national objectives.

Critical Infrastructure Program (CIP)—USAF CIP/CARM is a mission assurance, risk management program. The goal is to assure availability of assets/infrastructure critical to DoD and AF missions. These include both operational and Title 10 missions and capabilities. The Program identifies critical assets inside and outside the fence line, mission "impact" caused by critical asset loss/degradation, and focuses on theater/global impact vs. local impact. It supports risk management—identifies risk to the asset and impact to the mission.

Defense Continuity Executive Steering Group (Continuity ESG)—Senior representatives from designated OSD Components, Joint Staff, Military Services, and Defense Agencies that serve as the "board of directors" for the DCP to provide guidance and oversight for DOD continuity-related activities, while developing and implementing a DOD-wide continuity strategy for the twenty-first century threat environment. The Continuity ESG also adjudicates functional disputes concerning the use of common DOD continuity resources that support the Secretary of Defense and the Chairman of the Joint Chiefs of Staff.

Defense Continuity Program (DCP)—An integrated program comprised of defense policies, plans, procedures, assets, and resources that ensures continuity of DOD Component MEF under all circumstances, including crisis, attack, recovery, and reconstitution. It encompasses the DOD Components performing Continuity of Operations, Continuity of Government, and Enduring Constitutional Government functions across the spectrum of threats to continuity.

Devolution— is the capability to transfer statutory authority and/or responsibility for essential functions from an agency's primary operating staff and facilities to other agency employees and facilities, and to sustain that operational capability for an extended period.

Force Protection (FP)—Members Actions taken to prevent or mitigate hostile actions against DOD personnel (to include family members), resources, facilities, and critical information. These actions conserve the force's fighting potential so it can be applied at the decisive time and place and incorporate the coordinated and synchronized offensive and defensive measures to enable the effective employment of the joint force while degrading opportunities for the enemy. Force protection does not include actions to defeat the enemy or protect against accidents, weather, or disease. Also called FP (JP 1-02). Note: The Air Force defines FP as the process of detecting threats and hazards to the Air Force and its mission, and applying measures to deter, pre-empt, negate or mitigate them based on an acceptable level of risk.] (AFDD 3-10) {Italicized definition in brackets applies only to the Air Force and is offered for clarity.}

Emergency Relocation Staff (ERS)—Members directly supporting uninterrupted operational capability and COOP execution.

Information Assurance (IA)—Information operations that protect and defend information and information systems by ensuring their availability, integrity, authentication, confidentiality, and non-repudiation. This includes providing for restoration of information systems by incorporating protection, detection, and reaction capabilities.

Integrated Defense (ID)—Integrated Defense is the application of active and passive defense measures, employed across the legally-defined ground dimension of the operational environment, to mitigate potential risks and defeat adversary threats to Air Force operations. Also called ID. (AFPD 31-1)

Integrated Defense Council (IDC)—A cross-functional governing body responsible to the Installation Commander for oversight of installation ID issues. Also called IDC. (AFPD 31-1)

Integrated Defense Working Group (IDWG)— The IDWG is an integrated working-level body chaired by the Mission Support Group Commander or designee and is composed of subject matter experts from multiple functions across the installation, including major tenants and supported units. The IDWG conducts and coordinates the IDRMP and accomplishes tasks for the IDC. (AFI 31-101)

Mission Essential Functions (MEF)—The specified or implied tasks required to be performed by, or derived from, statute or Executive order, and those organizational activities that must be performed under all circumstances to achieve DOD Component missions or responsibilities in a continuity threat or event. Failure to perform or sustain these functions would significantly impact DOD ability to provide vital services, or exercise authority, direction, and control.

National Capital Region (NCR)—The geographic area located within the boundaries of the District of Columbia; Montgomery and Prince Georges Counties in the State of Maryland; Arlington, Fairfax, Loudoun, and Prince William Counties and the Cities of Alexandria, Fairfax, Falls Church, Manassas, and Manassas Park in the Commonwealth of Virginia; and all cities and other units of government within the geographic areas of such District, Counties, and Cities.

National Security Emergency—Any occurrence including, but not limited to, natural disaster, military attack, technological failures, civil unrest, or other disruptive condition that seriously degrades or threatens the national security of the United States.

Primary Mission Essential Functions—Those Government Functions that must be performed to support or implement the performance of NEFs before, during, and in the aftermath of an emergency. These functions must directly support the NEFs and must be submitted/approved by OSD.

Reconstitution—The rebuilding of an organization by relocating selected personnel from subordinate organizations to a designated location to assume the mission essential functions performed by the higher-level organization.

Reconstitution Site—A location selected by the surviving organization as the site at which a damaged or destroyed function can be reformed by survivors of the event/emergency and personnel from other sources, designated as replacements.

Relocation Site—The site selected by an organization that is capable of supporting the logistics and communications necessary to continue an organization's mission essential functions.

Vital Records—Records essential to the continued functioning or reconstitution of an organization during and after an emergency and also those records essential to protecting the

rights and interests of that organization and of the individuals directly affected by its activities. Sometimes called essential records. Include both emergency-operating and rights-and-interests records. Vital records considerations are part of an agency's records disaster prevention and recovery program.

Attachment 1 (USAFE)**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

USAFEI 10-500, *USAFE Operational Reporting*, 28 Sep 2012

AFI 33-360, *Communications and Information*, 25 Sep 2013

Adopted Forms

AF Form 847, *Recommendation for Change of Publication*

Abbreviations and Acronyms

CCIR – COMMANDERS CRITICAL INFORMATION REQUIREMENTS

Attachment 2

DOD PRIMARY MISSION ESSENTIAL FUNCTIONS

A2.1. Advise on national defense policy.

A2.1.1. Advise the President, National Security Council, and Homeland Security Council on the formulation and implementation of national defense policy and strategy regarding the employment of U.S. Armed Forces and other DoD resources in furtherance of national security interests and objectives.

A2.2. Defend the security of the United States.

A2.2.1. As directed by the Commander-In-Chief, protect and defend the security of the United States, its possessions, and areas vital to its world-wide interests by the timely and effective employment of U.S. Armed Forces and other appropriate DoD resources and assets, and the Statutory exercising of Command Authority over those forces.

A2.3. Collect, analyze, and disseminate intelligence.

A2.3.1. Collect, analyze, and disseminate critical intelligence information to the National Leadership and international partners to support timely and accurate decision making regarding existing, emerging, or potential threats to the U.S., its allies, and its vital worldwide interests.

A2.4. Promote U. S. National Security.

A2.4.1. Promote U.S. National security interests and objectives worldwide. Conduct International Coordination and Cooperation Programs through coordination with Federal Departments/Agencies, appropriate State and Local authorities, and with allies and friendly nations.

A2.5. Conduct domestic emergency response.

A2.5.1. Consistent with the law, DoD provides rapid response and recovery capabilities – internal and external. DoD has responsibility to provide a rapid and effective response and recovery from domestic catastrophic event. Specifically, the Department must maintain continuity of operations, save lives, prevent human suffering and mitigate great property damage. This responsibility involves capabilities to provide mission assurance (internal support) and Defense Support to Civil Authorities (external) utilizing active duty, Reserve, National Guard, DoD civilians and DoD contractors.

NOTE: To obtain the most updated copy of approved DoD MEFs, send an email to coop@pentagon.af.mil, coop@af.pentagon.smil.mil, or refer to the Continuity of Operations (COOP) and Continuity of Government (COG) Community of Practice.
SIPRnet: <https://afkm.wrightpatterson.af.smil.mil/coop> (Site under construction)

Attachment 3

AIR FORCE MISSION ESSENTIAL FUNCTIONS

A3.1. Air Force MEF # 1: Support the Chief of Staff of the United States Air Force (CSAF) as a member of the Joint Staff.

A3.1.1. **DESCRIPTIVE NARRATIVE:** Title 10, Section 151 (2) of the US Code, designates the CSAF as a member of the Joint Chiefs of Staff (JCS), providing advice to the President and the Secretary of Defense (SecDef).

A3.1.2. **TO ACCOMPLISH THIS MISSION USAF MUST:**

A3.1.2.1. Provide information to advise the SecDef and Chairman of the Joint Chiefs of Staff (CJCS) and the President of the United States on AF activities, operations, and intelligence in support of national defense and security issues.

A3.1.2.2. Develop and update military plans and strategies to assist in implementing policies and programs consistent with national security policies and objectives.

A3.1.2.3. Effectively cooperate and coordinate between the AF and other DoD components to evaluate AF resources and capabilities to meet changing threats.

A3.1.2.4. Provide for continuity of operations with an identifiable command authority, a surviving command node with appropriate staff and a secure communication system.

A3.1.2.5. Provide direction to continue mission essential functions and day to day business operations minimizing operational degradation or interruption in an emergency/crisis situation.

A3.1.3. **TIMING:** Must be performed without interruption and executed (0 hours).

A3.1.4. **ASSOCIATED DOD PMEF:** No. 1, Advise on National Defense Policy; No.2 Defend the security of the United States; No.3, Collect, analyze and disseminate intelligence; No 4. Promote U.S. National Security; No.5, Domestic Emergency Response.

A3.2. Air Force MEF # 2: Maintain continuous connectivity between the Secretary of the Air Force (SecAF) and the SecDef, CSAF and CJCS, and other members of the JCS, and between SecAF and CSAF and through the AF Major Commands and the Department of the Air Force.

A3.2.1. **DESCRIPTIVE NARRATIVE:** SecAF must remain in contact with the SecDef. As a member of the JCS, the CSAF must maintain continuous communication with DoD leadership and other DoD components. SecAF and CSAF must maintain connectivity with the Department of the Air Force.

A3.2.2. **TO ACCOMPLISH THIS MISSION USAF MUST:**

A3.2.2.1. Provide information to advise the SecDef and CJCS on AF operations and intelligence in support national defense and security issues.

A3.2.2.2. Assist in implementing policies and programs consistent with national security policies and objectives.

A3.2.2.3. Effective cooperation and coordination between the AF and other DoD components.

A3.2.2.4. Provide continuity of operations with an identifiable command authority, a surviving command node with appropriate staff and a secure communication system.

A3.2.2.5. Provide direction to continue mission essential functions and day to day business operations minimizing operational degradation or interruption in an emergency/crisis situation.

A3.2.3. TIMING: Must be performed without interruption (0 hours).

A3.2.4. ASSOCIATED DOD PMEF: No.1, Advise on National Defense Policy; No.2 Defend the security of the United States; No.3, Collect, analyze and disseminate intelligence; No.5, Domestic Emergency Response.

A3.3. Air Force MEF # 3: Provide timely and reliable situational awareness and monitoring on worldwide Air Force operations and issues impacting operations.

A3.3.1. DESCRIPTIVE NARRATIVE: To support SecAF and CSAF in decision making AF utilizes a 24/7 Watch Cell. In periods of heightened concern AF stands up a Crisis Action Team whose primary duty is to provide situational awareness of global operations through the command post network and reporting chains.

A3.3.2. TO ACCOMPLISH THIS MISSION USAF MUST:

A3.3.2.1. SecAF and CSAF will ensure proper dissemination of orders to ensure compliance with the SecDef and CJCS generated orders and directives.

A3.3.2.2. Develop essential guidance (plans, policies, and procedures) for use by MAJCOMs to meet national objectives and military requirements and respond to the range of all-hazard situations that may arise.

A3.3.2.3. Provide directions and operational taskings to subordinate echelons to ensure the complete execution of the Department of the AF missions.

A3.3.2.4. Provide AF, Joint Staff, and DoD leadership with security and intelligence updates to make timely decisions.

A3.3.2.5. Provide continuity of operations with an identifiable command authority, a surviving command node with appropriate staff and a secure communication system.

A3.3.2.6. Provide direction to continue mission essential functions and day to day business operations minimizing operational degradation or interruption in an emergency/crisis situation.

A3.3.3. TIMING: Must be performed without interruption (0 hours).

A3.3.4. ASSOCIATED DOD PMEF: No. 1, Advise on National Defense Policy; No.2 Defend the security of the United States; No.3, Collect, analyze and disseminate intelligence; No 4. Promote U.S. National Security; No.5, Domestic Emergency Response.

A3.4. Air Force MEF # 4: Prepare and provide forces to the combatant commanders for the conduct of prompt and sustained operations fulfilling both current and near-term operational and planning requirements in line with national objectives and military strategy.

A3.4.1. **DESCRIPTIVE NARRATIVE:** USAF is required to organize, train and equip forces to participate in Joint Operations as directed by the National Command Authority (NCA).

A3.4.2. **TO ACCOMPLISH THIS MISSION USAF MUST:**

A3.4.2.1. SecAF and CSAF will ensure proper dissemination of orders to ensure compliance with the SecDef and CJCS generated orders and directives.

A3.4.2.2. Develop essential guidance (plans, policies, and procedures) for use by AF MAJCOM's to meet national objectives and military requirements and respond to the range of all-hazard situations that may arise.

A3.4.2.3. Provide directions and operational orders to MAJCOMS to ensure the complete execution of the Department of the AF missions.

A3.4.2.4. Make available situational awareness and intelligence.

A3.4.2.5. Provide continuity of operations with an identifiable command authority, a surviving command node with appropriate staff and a secure communication system.

A3.4.3. **TIMING:** Must be performed without interruption (0 hours) to meet NCA requirements.

A3.4.4. **ASSOCIATED DOD PMEF:** No. 1, Advise on National Defense Policy; No.2 Defend the security of the United States; No.3, Collect, analyze and disseminate intelligence; No 4. Promote U.S. National Security; No.5, Domestic Emergency Response.

A3.5. Air Force MEF # 5: Execute Title 10 of the US Code (USC) responsibilities with a focus on force direction and management.

A3.5.1. **DESCRIPTIVE NARRATIVE:** USAF is required to organize, train and equip forces for joint operations and other duties as outlined in Title 10 of the US Code.

A3.5.2. **TO ACCOMPLISH THIS MISSION USAF MUST:**

A3.5.2.1. Provide SecAF and CSAF the information necessary to conduct the affairs of the AF Department: mobilizing, supplying, equipping, training, organizing, maintaining and administering.

A3.5.2.2. Assist SecAF and CSAF in implementing policies and programs consistent with national security and the objectives as established by the President and the SecDef.

A3.5.2.3. Provide continuity of operations with an identifiable command authority, a surviving command node with appropriate staff and a secure communication system.

A3.5.2.4. Provide direction to continue mission essential functions and day to day business operations minimizing operational degradation or interruption in an emergency/crisis situation.

A3.5.3. **TIMING:** Must be performed without interruption to meet joint operations (0 hours).

A3.5.4. **ASSOCIATED DOD PMEF:** No. 1, Advise on National Defense Policy; No.2 Defend the security of the United States; No.3, Collect, analyze and disseminate intelligence; No 4. Promote U.S. National Security; No.5, Domestic Emergency Response.

A3.6. Air Force MEF # 6: Support effective and timely SecAF and CSAF decision making.

A3.6.1. DESCRIPTIVE NARRATIVE: Provide necessary staff functions and associated support to aid in decision making responsibilities.

A3.6.2. TO ACCOMPLISH THIS MISSION USAF MUST:

A3.6.2.1. SecAF and CSAF will ensure proper dissemination of orders to ensure compliance with SecDef and CJCS generated orders and directives.

A3.6.2.2. Develop essential guidance (plans, policies, and procedures) for use by MAJCOMs to meet national objectives and military requirements and respond to the range of all-hazard situations that may arise.

A3.6.2.3. Provide situational awareness and intelligence to ensure appropriate action is taken against threats.

A3.6.2.4. Ensure AF, Joint Staff, and DoD organizations and leadership receive intelligence to make timely decisions on existing, emerging, or potential threats.

A3.6.2.5. Provide continuity of operations with an identifiable command authority, a surviving command node with appropriate staff and a secure communication system.

A3.6.2.6. Provide direction to continue mission essential functions and day to day business operations minimizing operational degradation or interruption in an emergency/crisis situation.

A3.6.3. TIMING: Must be performed without interruption (0 hours).

A3.6.4. ASSOCIATED DOD PMEF: No.1, Advise on National Defense Policy; No.2 Defend the security of the United States; No.3, Collect, analyze and disseminate intelligence; No 4. Promote U.S. National Security; No.5, Domestic Emergency Response.

Attachment 4

DEVELOPING AF MISSION ESSENTIAL FUNCTIONS

Prior to writing continuity plans, organizations should complete a thorough analysis of the mission and functions of the organization, supporting activities, communications, and vital records/data necessary for successful mission execution.

A4.1. Identify the Mission Essential Function(s). Mission Essential Functions are derived from, but not limited to, the following sources: DOD directive or instruction, AF policy directives or instruction, MAJCOM or locally developed instructions, CCDR plans, i.e. concept plans (CONPLAN), operational plan (OPLAN), tasks assigned through the Defense Readiness and Reporting System (DRRS) in support of CCDRs or HAF, any memorandum of understanding (MOUs) or memorandum of agreements (MOAs) or other agreements, and the organization's mission statement. MEFs should provide overarching answers to questions, such as, what function or service does this organization provide to the Air Force and/or DOD?

A4.1.1. Mission Essential Tasks do not readily equate to MEFs. Functions should generally describe an activity required to achieve a desired goal, mission or organizational responsibility. The responsibility has been designated or delegated by higher authority. Tasks usually are more specific and may generally contribute to the performance of a function.

A4.1.2. An example of a MEF may be, "Ensure Air Force forces are continuously available to conduct CONUS air superiority." This function implies a series of tasks, some which may not be readily defined in readiness reporting systems. Response times should be derived from higher headquarters.

A4.2. Identify interdependencies necessary to support MEF execution. Interdependencies can be within and/or outside an organization or installation. Additionally, break the MEF into subordinate elements or tasks necessary to accomplish the function. For example, an organization may be tasked to launch F-22s to assist in maintaining air superiority. This task requires aircraft with crews and maintainers, logistics, security and extensive mission support. A headquarters staff function may need to provide situational awareness and analysis of the data to a commander in support of decision-making.

A4.2.1. Identify the subordinate elements or tasks/services necessary to execute the function. Some additional supporting elements may include situational awareness, computer and information support staff, and administrative management.

A4.2.2. Identify any service, equipment, leaders and staff, facilities, communication capability, data/information, or other supporting infrastructure necessary to perform the function. Areas to consider, but not limited to, include: command and control, command decisions and strategies, crisis communications (including alerts and notifications), crisis data storage, retrieval and security, legal obligations, fiscal and contractual obligations, and personnel.

A4.3. Identify the impact and consequences over time should these functions not be performed. This should establish the acceptable degree of interruption in the MEF execution during a crisis.

A4.3.1. Determine what higher order MEF and/or organization this function supports.

A4.3.2. Assess the impact and consequences over time if these functions fail.

A4.3.2.1. Assess the maximum time period a function can be suspended without consequences.

A4.3.2.2. Assess the minimum functional level that must be achieved upon resumption.

A4.3.2.3. Assess the length of time normal functional levels must be achieved.

A4.3.2.4. Contact the organizations which the function supports for guidance in determining the acceptable degree of interruption. For example, contact Wing Plans offices for response requirements outlined in OPLANS. MAJCOMs should provide guidance to subordinate organizations on OPLAN response requirements.

A4.4. Prioritize organizational MEFs, based on information above.

A4.4.1. MEFs – broader set of essential functions – must be continued throughout or resumed rapidly after normal activities are disrupted. These enable the Air Force to execute vital missions and services, maintain safety, and sustain the industrial/economic base during disruption of normal operations. This includes incident management responsibilities.

A4.4.1.1. Primary MEFs (PMEFs) must directly support the National Essential Functions (NEFs), execute before, during and in the aftermath of an emergency and be performed continuously or resumed within 12 hours of an event and maintained up to 30 days after an event or until normal operations can be resumed. PMEFs must be submitted and approved by OSD.

A4.4.1.1.1. MEFs must be performed continuously or resumed within 12 hours of an event and maintained up to 30 days after an event or until normal operations can be resumed.

A4.4.2. Business Continuity MEFs – Support activities that should be continued or resumed whenever practical after a disruption of normal activities, but can accept a delay or minimal operating capability.

A4.5. Identify the connection between the higher headquarters MEF this organization MEF supports.

Attachment 5

RISK MANAGEMENT FRAMEWORK

A5.1. Apply risk management principles to all continuity planning elements. Risk management identifies, controls and minimizes the impact of uncertain events. This process supports the overarching Continuity Program Management Cycle by identifying (1) the critical risks to organizational readiness and (2) the strategies that best mitigate the risks. Commanders should apply risk management principles to guide decisions about when, where, and how to invest in resources that eliminate, control or mitigate mission risk. Continuity strategies should seek to improve resilience to mission disruption by ensuring critical MEFs continue at, or are recovered to, an acceptable minimum level and within acceptable timeframes.

A5.1.1. Risk assessments performed through other mission assurance programs, such as the Critical Asset Risk Assessment (CARA) may be applied to build a COOP risk assessment.

A5.1.2. Risk as a function of threats, vulnerabilities and consequences is a permanent condition.

A5.1.3. Reviewing an organization's risks and risk management programs must consider additional factors such as mission/function impact, threat/hazard, and vulnerability assessments.

A5.1.4. Further, cost may also be a factor to consider, because informed decisions about acceptable and unacceptable risk levels will ultimately drive the resources expenditures (i.e., money, people, and time) to mitigate risk.

A5.1.5. Risk can never be fully mitigated; no organization can afford to counter every threat to its mission. Successful continuity planning demands an intelligent analysis and prioritization of where and when to focus resources and apply funding or other assets.

A5.1.6. A continuity threat assessment integrates a historical review of past events that have affected normal operations (e.g., natural disasters; disruptions of communication, power, and other utilities; threats to public safety) with a dynamic analysis of other potential threats, such as acts of terrorism (from both foreign and domestic agents) and war.

A5.1.7. This process supports the overarching Continuity Program Management Cycle by identifying (1) the critical risks to organizational readiness and (2) the strategies that best mitigate the risks.

A5.1.8. The recommended risk management cycle is made up of four analytical and management phases. The following sections describe the key elements that an organization's analysis team should address in each of the phase.

A5.2. Phase 1 – Risk Assessment. Answer the following three questions: (1) what can go wrong, (2) what is the likelihood that the undesired event might occur, and (3) what would be the impact should it occur? Critical steps in this phase include:

A5.2.1. Prioritize the organizational MEFs. Fundamental to this evaluation is the criteria used to measure MEF value or the consequence of loss. Consequences should be evaluated as an inability to execute the MEF, consider both short- and long-term impacts as well as intended and unintended effects from threats/hazards.

A5.2.2. Identify the threat-hazards that can impact delivery of the critical functions. Threat is the likelihood that an event or other disruption will occur. This step would include exploring potential natural events, intentional man-made events, and unintentional man-made events that could adversely affect the ability of the organization to perform MEFs. Natural hazards are those where the occurrence is beyond the control of the organization, including earthquakes, floods, ice storms, winter weather, and external fires. Intentional man-made hazards are also beyond the direct control of the organization and could include events such as external sabotage, and terrorism. Unintentional man-made events, such as power outages, fires, explosions, equipment failures, or human errors may or may not be within the organization control.

A5.2.3. Assess the Vulnerability. Develop the vulnerability assessment. Vulnerability is the likelihood that an event or other disruption would succeed, or that the event will result in the expected level of consequence. To identify vulnerabilities assess existing safeguards/countermeasures in place to reduce either the likelihood (e.g., security countermeasures) or consequence (e.g., redundant capabilities) of the hazard. Identify existing safeguards/countermeasures. Identify the existing safeguards that are in place to reduce either the likelihood (e.g., security countermeasures) or consequence (e.g., redundant capabilities) of the hazard. Utilize CARA after-action reports, vulnerability assessments or IDRMP reports and the impact of other mission assurance plans.

A5.3. Phase 2 – Strategic Goals, Objectives, and Constraints. This phase involves establishing the scope and structure of the risk-informed decision making process. Critical steps in this phase include:

A5.3.1. Understand and define the decision. For this effort, the critical question is: How should I invest my limited resources across the four continuity pillars – leadership, staff, facilities and communications – to ensure that my organization satisfies its continuity requirements?

A5.3.2. Determine who should be involved. Incorporate those who should be involved in the decision-making and those who will be affected by actions resulting from the process. Input from higher headquarters and commanders are essential to a sound risk management process.

A5.3.3. Identify the factors that will influence the decisions. The decision to invest resources for meeting continuity requirements is not based on only one factor. Decision makers must simultaneously weigh multiple factors, including costs, timelines, and risks.

A5.4. Phase 3 – Evaluation of Alternates. For many events, the current risk may be considered to be at an acceptable level. For those events where the current level of risk is deemed to be unacceptable, take risk mitigation action. Critical steps in this phase include:

A5.4.1. Develop alternate risk management strategies. Engage the appropriate decision-makers to determine how the risks for each event can be managed most effectively. These alternate strategies should be completely developed and documented by addressing all critical factors (e.g., cost, schedule).

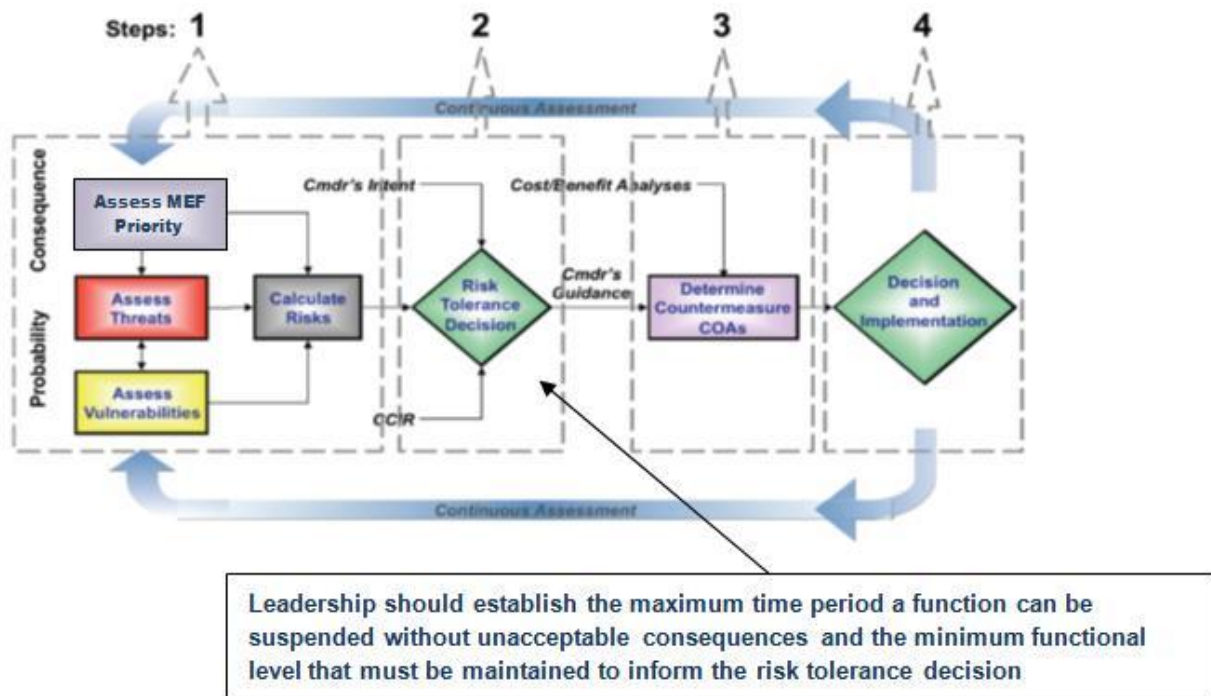
A5.4.2. Assess the risk impact of the proposed strategies. The analysis team should reassess the risk of each event based on the implementation of each alternative strategy. This step will provide the risk reduction value of each of the alternate strategies.

A5.5. Phase 4 – Management Selection.

A5.5.1. Once the alternative strategies are fully developed and their risk reduction value has been quantified, the process moves to the selection phase. During this phase, decision makers choose alternatives for implementation. The alternatives will be evaluated based on consideration of all of the previously identified critical factors, including effectiveness (risk reduction), efficiency, and cost-effectiveness.

A5.5.2. Another critical factor that should be considered is the confidence or belief that the alternative will achieve the projected level of performance. The effect of many of the alternative strategies may be well understood by the organization. For instance, these alternatives may have a proven track record of performance within other similar organizations, or they may have been extensively studied, as part of another program, such as CIP/CARM through a completed CARA.

Figure A5.1. Continuous Assessment



Attachment 6

INSPECTION STANDARDS

These inspection standards should be used to assess an organization's continuity readiness.

A6.1. Ensure the Air Force can continue its essential functions under all conditions.

A6.1.1. Continuity Planning Does the organization test and exercise plans at least annually to evaluate and validate readiness?

A6.1.2. MEFs

A6.1.2.1. Does the organization identify and prioritize MEFs based on acceptable degree of interruption?

A6.1.2.2. Have the interdependencies necessary to support MEF execution been identified?

A6.1.2.3. Has the organization addressed delegated MEFs it will assume or transfer in its plans?

A6.1.2.4. Are memorandum of agreement/memorandum of understanding established between organizations that delegate or transfer MEF execution?

A6.1.3. Continuity Facilities – Primary and/or Alternate.

A6.1.3.1. Have shelter-in-place procedures and/or relocation sites for organizations with MEFs been identified?

A6.1.3.1.1. Do alternate facilities share the same power, life support and network connectivity as the primary location?

A6.1.3.1.2. Does the alternate facility plan maximize co-location and dual-use facilities with a focus on risk mitigation?

A6.1.3.2. Are telecommuting or AWS guidance and procedures established for business continuity as a minimum?

A6.1.3.3. Can the unit perform MEFs at alternate sites, no later than the standard established in their plan after COOP activation?

A6.1.4. Classification Guidance and OPSEC.

A6.1.4.1. Do plans comply with security classification standards of the programs they support?

A6.1.4.2. Compilation of data does not reveal additional associations or relationships of a higher classification than the original plan?

A6.1.4.3. Are all plans minimally labeled For Official Use Only (FOUO) and do they comply with DOD distribution guidance?

A6.2. Ensure availability of personnel, critical assets, essential facilities, equipment, records and other assets, necessary to execute MEFs in the event of a disruption.

A6.2.1. Key Personnel.

A6.2.1.1. Are key military, civilian and contractor positions that support continuity identified in the COOP plan? Are they trained and updated periodically?

A6.2.1.2. Are alert and notification procedures established for key personnel?

A6.2.2. Equipment, Records and Assets. Does the COOP plan provide for the identification, storage, protection, and availability of equipment, records, or other information technology and communication assets to support continued operations?

A6.2.3. Risk Mitigation. Does a risk management framework guide COOP investment decisions with emphasis on decreasing risk?

A6.3. Execute a successful order of succession and/or delegation of authority in the event a disruption renders leadership unavailable or incapable of executing their responsibilities and/or exercising their authorities.

A6.3.1. Has guidance for succession and delegation of authority been identified in plans and provided to those responsible?

A6.3.2. Is a duties and responsibility briefing given to everyone designated to assume delegation or devolution responsibilities?

A6.3.3. Are procedures for delegation identified in both the losing and receiving organizations' COOP plan?

A6.4. Executes return to normal operations upon termination of a continuity event. Do plans include procedures and reporting requirement for return to normal operations? This includes verifying that all systems, communications, and other required capabilities are available and operational and that the facility is fully capable of accomplishing all essential functions and operation.

Attachment 7 (Added-USAFE)

USAFE MEMORANDUM EXAMPLE

A7.1. COOP POC Appointment Letter. HQ USAFE, wings, groups, and subordinate unit commanders may utilize the COOP POC Appointment Letter to appoint COOP POCs.

Figure A7.1. COOP POC Appointment Letter Example.



**DEPARTMENT OF THE AIR FORCE
UNITED STATES AIR FORCES IN EUROPE**

DD MMM YYYY

MEMORANDUM FOR HQ USAFE/A10NC

FROM: 31 FW/CC
Unit 6140 Box 100
APO AE 09601

SUBJECT: COOP Letter of Appointment

1. The following individuals have successfully completed training and are designated as the COOP POCs.

Primary
SMSgt Jane Doe
DEROS:
31 FW/CP
DSN:
Jane.doe@us.af.mil
Jane.doe@us.af.smil.mil

Alternate
SMSgt John Doe
DEROS:
31 FW/CP
DSN:
John.doe@us.af.mil
John.doe@us.af.smil.mil

(SIGNATURE)
JOHN D. DOE, Col, USAF
Commander